



# 417<sup>th</sup> BSB



## Employee Guide to APIC



**Prepared by the 417<sup>th</sup> BSB ACOE Team**

## What is APIC?

The 417<sup>th</sup> BSB uses the Army Performance Improvement Criteria (APIC) as a guide in improving our processes, products, and services to better meet the needs of our customers. The APIC is a self-assessment tool based on the criteria for the Malcolm Baldrige National Quality Award, which has been used by businesses such as Motorola, IBM, Xerox, and Ritz-Carlton to guide improvement since 1988. The Army uses APIC to judge the annual Army Communities of Excellence (ACOE) competition.

APIC is based on a set of core values:

- **Visionary Leadership:** senior leaders set organizational direction through action and example
- **Customer-Driven Excellence:** the organization's focus on the customer
- **Organizational and Personal Learning:** the ability of the organization to acquire, share, and use knowledge to improve
- **Valuing Employees and Partners:** invest in people
- **Agility:** the ability to respond quickly to changes in operations or mission requirements
- **Focus on the Future:** operating strategically and with a long-range focus despite change and uncertainty
- **Managing for Innovation:** the capacity for developing creative and effective products and solutions
- **Management by Fact:** reliance on data and analysis in decision making
- **Social Responsibility:** proactive and responsive commitment to the needs of the community and the host nation
- **Focus on Results and Creating Value:** managing based on key outcomes for mission accomplishment and meeting customer needs
- **Systems Perspective:** viewing operations holistically and understanding how the different parts interact as a whole



## **How does APIC work?**

The APIC is a set of questions divided into seven categories that organizations answer when conducting self-assessments. These categories include:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis, and Knowledge Management
- Human Resource Focus
- Process Management
- Business Results

These questions help organizations to improve organizational effectiveness, promote organizational learning, and deliver increased value to customers. The idea is to improve processes from within, rather than waiting for complaints from customers, to empower employees to make improvements at their levels, rather than waiting for decisions from the management, and to deliver quality products and services the first time, rather than fighting fires afterwards.

## **What does APIC have to do with me?**

Our mission is to provide customer-driven base operations support to all the soldiers, civilians, and family members in our footprint. It is ultimately the customer who determines the quality of our operations, and who knows the customer better than you? Our employees are critical in our quest for continuous improvement because they know best what our customers want and how to meet their needs.

The key to understanding APIC is viewing our operations from a customer-driven quality model. This model answers the following questions: What do we do? Whom do we do it for? Who helps us? Why do we do it? How well do we do it? Who else does it? How can we do it better?



## What do we do?

We provide base operations support to more than 18,000 soldiers, civilians, family members, and retirees throughout the communities of Kitzingen, Wuerzburg, and Giebelstadt.

### **Our Mission:**

- Provide command and control of assigned and attached units and facilities to ensure the sustainment of the community in its Area of Operation
- Support operations other than war
- Receive and prepare augmentation forces for onward movement
- Process and provide individual replacements
- Transition the community during deployments and crises
- Continue community support operations

### **Our Vision:**

The Army's Base Support Leader, committed to anticipating and responding to our customers' needs.

A team of quality soldiers and civilians:

- Committed to the Army's values
- Contributing to *balanced readiness*
- Providing wholehearted stewardship of resources and the environment

*Meeting the challenges of today...tomorrow...and the future*

## Whom do we do it for?

We exist to provide quality base operations support to our customers. These include:

- Tenant unit commanders
- Soldiers
- Civilians
- Family Members
- Local National Employees
- Host Nation Officials
- Retirees
- Volunteers
- Contractors

## Who helps us?

We rely on our relationships with our partners and suppliers to accomplish our mission and to provide high quality customer service. Our partners are agencies that directly support our customers, while our suppliers provide us with products and services that enable us to support our customers. These agencies include 38th PSB, 106th Finance, 67th CSH, 69th Signal, AAFES, AFN, American Red Cross, ASACS, Bundeswehr, Club Beyond, Community Bank, CPO/CPAC, DeCA, DoDEA, Health Promotions Council, Polizei, Regional Contracting Office, Resource Management, Securitas, SJA, and the Works Council.

## How do we do it?

To accomplish our mission and to obtain our vision, the 417<sup>th</sup> BSB has established Strategic Area Teams (SATs) which correspond to our Mission Essential Task List (METL). Our METL, which is developed by the 98<sup>th</sup> ASG, outlines our core responsibilities. We derive our strategic areas from the METL and organize our key processes accordingly. Our SATs help us to set objectives, goals, and action plans to guide us in accomplishing our mission. The SATs also establish performance measurements to chart our progress in meeting our goals and fulfilling our mission requirements.

Our SATs are standing teams that advise the Command Group on their areas of operation. Each SAT is focused on either mission essential or support functions. Our SATs include Force Protection, Readiness & Deployment Support, Quality of Life, Youth, Facilities & Infrastructure, Human Resource Management, Fiscal Stewardship, Environmental Management, and Automation Management.

Every year, the 417<sup>th</sup> BSB develops a Strategic Plan to guide us in achieving our organizational objectives and a Human Resource Plan to ensure that we take care of our employees while accomplishing our mission. In all that we do, the 417<sup>th</sup> BSB also incorporates the spirit of the Army Values:

- Loyalty
- Duty
- Respect
- Selfless-Service
- Honor
- Integrity
- Personal Courage



## How well do we do it?

We measure our performance against our past performance, the performance of other BSBs, established standards, and our goals. Our SATs collect data in their areas of operation and compile this information for various briefs and reports, including the Business Results Brief (BRB), the manpower brief, Installation Status Report (ISR), Productivity Improvement Reviews (PIRs), Financial Results Briefs, In-Progress Reviews (IPRs), After Action Reviews (AARs), and Quarterly Training Briefs (QTBs). The ACOE office also collects information from our customers through comment cards, surveys, and focus groups.

Recent 417<sup>th</sup> BSB ACOE Achievements:

- 2002 USAREUR 2nd Place
- 2001 DA/DOD Winner
- 2000 USAREUR Winner
- 1999 USAREUR Winner
- 1998 USAREUR 4th Place
- 1997 USAREUR 5th Place

## Who else does it?

We actively seek out new and better ways of doing business, and one of our best tools for learning is looking at our competitors and other similar organizations. We compare our performance against other BSBs and ASGs to see how our products and services stack up against our competitors. When we find that another BSB provides a better product or a more effective service, we seek out their ideas and innovations to apply to our own operations. This is called benchmarking, and can help us make improvements in all of our areas of operation.



## **How can we do it better?**

Improvement starts with setting goals and allocating resources towards their attainment. Our Strategic Goals are:

- Optimize Force Protection
- Facilitate Operational Readiness and Deployment
- Actively Manage Facilities and Infrastructure
- Recruit, Attract, and Develop Customer-Oriented Employees
- Optimize the Management of Information Technology (IT) Policies, Concepts, Education, and Delivery
- Provide the best programs and services with the resources available and continue to strive to improve products and services
- Provide Quality Youth Programs
- Maximize Stewardship of the Environment and Resources

We redefine our strategic goals every year at our Strategic Planning Conference. Our SATs consider feedback from customers, partners, and suppliers, changes in mission requirements and organizational capabilities, and the gap between our current performance and our goals. We also analyze data from the previous year to establish priorities for improvement. Our SATs then develop short-term (one year) and longer-term (3 year) objectives and related action plans for accomplishing them. The final component of our Strategic Planning Process (SPP) is developing and reviewing measurements to gauge our progress in meeting these objectives. Although much of our planning direction is determined at the Strategic Planning Conference, strategic planning and continual improvement is a year-long process in the 417<sup>th</sup> BSB involving every leader, manager, and employee.

## **How can I find out more?**

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